

Internews Final Performance Report

Media Development for Indonesia and East Timor

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INTERNEWS

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INDONESIA

In review, Internews conducted all 33 planned training programs, distributed all 50 equipment grants proposed, and provided all 25 Internet connectivity packages described in the Program Description. Due to ever-increasing demand for its radio programs, Internews' production unit exceeded original expectations, generating more than 200 program editions for distribution. Over the life of the grant, Internews' USAID-funded project was responsible for more than 70,000 independent news broadcasts across the Indonesian archipelago. Additionally, Internews' Media Law unit worked officially with the Indonesian Parliament to provide technical assistance and support for media law development and reform.

SUMMARY OF IMPACT

Having successfully provided training to 617 radio journalists from more than 180 stations, Internews improved the news output of participating stations, which in turn provided audiences of tens of millions of Indonesians with access to increasingly balanced news and informational programming. Internews selected and focused its major efforts on 50 of the strongest news stations throughout the country to serve as partner stations in the project. During the grant period, Internews completed the following activities. The anecdotal observations serve to highlight the impact of these activities on selected stations as reported by the participants.

312 journalists from 107 stations were taught how to gather, produce and present the news. Anik, a reporter from Radio PTPN Solo, Central Java, attended David Wood's training in April 2000. Before the training, the news staff at Radio PTPN Solo only read simple news on the air. Anik reports that now they use sound bites, interviews, voxpops and reporter's dispatches. Anik encourages staff to use computer editing and the donated Marantz tape recorder for in-person interviews as well as telephone interviews. Anik holds weekly reporter training at the station and finds Internews' training manuals particularly useful for their simplicity and direct relevance to radio production in Indonesia.

Reporter Arief Syuhada, from Radio Swara Karimata, Madura, East Java, attended seminars on basic journalism and Reporting for Peace. Radio Swara Karimata now broadcasts two half-hour news programs per day featuring local and national news as well as a daily current affairs talk show program called "I Care." The station has introduced hourly bulletins between 7am and 8pm and is planning to add a news program in the local language. The station manager, who attended the Management Training, says that with Internews' help, the station's advertising income has increased by 30%. The rate they receive for ad breaks around Internews' programs, *Mata Hati* and *Kilas Balik*, is one of their highest, because the programs attract high numbers of listeners.

81 Managers learned to re-organize their stations and improve their management practices. Following Internews' training, TOP FM, from Denpasar in Bali, has progressed from financial weakness to become one of the most successful stations in the

area. In the past, the station could barely pay its staff, but today it is ploughing profits back into programming. Manager Taufiq Nahwi Rasul says: "After the training, I really built up the enthusiasm to do everything. The trainer's knowledge and experience helped me see that there are a lot of benefits for the station to be well managed." Odang, Smart FM, said: "I now know how to organize cash flow. I never realized how important this was. As managers we used to think like a bus driver who just got money, and we just took money from our pocket if we needed something. But the training made me realize how important it is to organize revenue."

15 stations received on-site news operations and programming training, tailored specifically to their needs, serving a total of 172 station staff. Bakima FM in Jogjakarta they said they'd been "wanting to do bulletins" for the last two years, but lacked the courage of their convictions. By the end of the week-long on-site training, the journalists were producing their first bulletins.

One year ago Radio Mara in Bandung, West Java, did not run news bulletins. Following Internews seminars and on-site training, the station built up to broadcasting news bulletins 12 times a day between 7.30am and 5:30pm. Today this has been increased further to 14 bulletins, finishing at 7:30pm. "We are really grateful to get on-site training, because it helped us to realize that we wanted to produce news bulletins, but we had no idea how to do it."

Nebula FM manager Tasrief Siara, himself a reporter, commented that in all the radio journalism training manuals he has read, he has never encountered anything as useful as Internews' training and manuals.

133 journalists from conflict areas came together to tackle sensitive issues, without taking sides, and learned how to de-escalate violence through balanced and objective reporting as a result of "Reporting For Peace" seminars. "We're lucky to be the first East Timorese journalists to be invited for training to Indonesia. Now, we're standing face to face as we share our experience of conflict...even though it is a different form. On behalf of all Timorese, I called on every journalist in Indonesia to strengthen our relationship, to tell the truth and not to exaggerate the story about us." Joanne, from radio Sangkakala in Ambon said: "Now I understand why a journalist should cover stories in a conflict area. It is to clear the air of rumor and speculation. I cannot wait to go home and make a story about Pelagandong – the Muslim and Christian party we held regularly in the past. It might help to pull Ambonese people back together again."

50 Stations have better news presentation because they have digital editing facilities and professional recording devices provided through equipment grants.

Radio Swara Karimata in Madura says: "This equipment helps me meet deadlines and to include actuality in the news. It also means the output is better because of the editing."

Training Programs

Internews' training deliverables for this project consisted of seminars on basic journalism and management and customized residency training for partner radio stations.

Participants of journalism training were taught how to gather, produce and present news. Management training participants learned the economic value of news to their stations: how to make news pay through the development of newsrooms and the implementation of good scheduling and other sound management practices. Residency (on-site) training provided station-specific training in-house on both journalism and management, and focused intensely on news operations and studio programming.

Internews achieved all the goals pledged for journalism and management training and in several cases exceeded them.

- 172 journalists were taught through on-site residencies.
- 87 journalists attended intensive one-week seminars.
- 225 news staff received editing, recording and Internet training.
- 81 Managers attended intensive one-week seminars.
- 133 journalists received Reporting for Peace training.

Internews conducted 14 seminars on journalism and production skills, providing training to 220 journalists. Seven of these were specialist "Reporting for Peace" courses, which were developed and designed to meet the needs of journalists facing escalating conflict in the archipelago..

Internews offered 6 Station Management seminars, providing training to 81 station managers, covering not only partner stations, but also a number of managers from stations supported by other media organizations.

Internews provided 15 on-site residencies for selected partners, reaching a total of 172 participants.

Internews provided 50 equipment grants and 25 Internet connectivity packages. Each donation was provided with a minimum of 3 days of in-station training by Internews IT staff. Where needed, courses were extended to four days. A total of 225 people attended this training.

Two extra on-site residencies were conducted to assist the women's program *Yayasan Jurnal Perempuan* to transition to an independent production. This training was part of a package including equipment grants and continued support for distribution, which has allowed YJP to begin independent production from their own studio. A total of 8 people were trained during these residencies.

Two additional internal seminars, reaching a total of 19 participants, were held for Internews' own production unit journalists, to ensure the programs they create continue to set new standards for professional indigenous reporting in Indonesia.

Internews wrote, translated and published 14 booklets along with other training materials. These included manuals in field reporting, Reporting for Peace techniques, station management and a number of technical topics. It is important to note that these manuals are designed to be practical and technical in nature, as opposed to academic. They are intended to assist journalists, station managers and technicians to quickly find advice and solutions to the problems and challenges they face.

Equipment Grants and Internet Connectivity

Another major component of Internews' OTI-funded program in Indonesia was to supply the 50 partner stations with appropriate modern radio broadcasting equipment and to train them in its use and maintenance. While specific equipment grants varied according to need, typical components included 1) digital sound editing (DSE) computers with Cool Edit software, 2) multi-media computers (ICC) with modems and one year's internet access and 3) Marantz field recorders and microphones.

To determine the appropriate equipment package for each station, Internews convened a panel of Indonesian media experts to assess each station's needs. Internews IT trainers then worked with grant recipients to ensure that the equipment was successfully integrated into radio station newsrooms. Recipients were taught to use the equipment, how to keep it from breaking down, and where to turn should they need further technical support.

In addition to the 50 equipment packages, this project provided Yayasan Jurnal Perempuan with all the equipment it needed to independently produce the Radio Jurnal Perempuan program from their own studio. In addition to studio space setup, equipment granted to YJP included 2 DSE computers with Cool Edit, 1 Sony Mini Personal Component System, 1 Marantz field recorder, 1 Sony Mini Disc recorder, 2 microphones, a microphone stand, headphones, active speakers and other essential accessories (cables, jacks, converters, etc.). RJP's move to its own facility freed the Internews facility for additional production unit training, which in turn increased the number of programs that Internews could distribute to partner stations.

Production Unit

The third major service Internews provided to the partner station network was radio news programming. The production of in-depth investigative news is often too expensive for independent radio stations to produce on their own. As a result, they often relied on official government radio news from RRI or simply read newspaper articles over the air for non-local news. Internews' production unit addressed this deficit of independent programming by producing and distributing 3 weekly radio programs to a total of 105 stations.

Internews' project was designed to generate a total of 156 program editions. *Radio Jurnal Perempuan*, the women's issues program produced in cooperation with Yayasan Jurnal Perempuan, started running weekly in August of 1999. *Kilas Balik*, an investigative program, started weekly production the following month. And *Mata Hati*, a features

program, began running weekly at the start of October 1999. In all, the production unit generated and distributed more than 200 program editions (*KB*: 68, *MH*: 64 and *RJP*: 70).

The distribution of these programs resulted in more than 70,000 informative independent news broadcasts across Indonesia. That large number is in part due to the increasing number of stations (including stations outside of the partner network) that requested copies of Internews' programs for broadcast. On average, broadcasts of Internews' programs increased almost 40% a month, from a total of 360 broadcasts in September 1999 to 7,500 broadcasts a month at the end of this project's performance period.

To better gauge station preferences and to generate useful feedback for production management purposes, Internews conducted a customer survey in 2000. That survey was done by questionnaire and involved all 58 of the independent radio stations that requested copies of Internews' programs at that time for broadcast. Survey questions addressed their general impression of Internews' products and their relevance to the stations' audiences. The survey also asked for station opinions regarding program quality, usefulness and marketability.

Regarding stations' overall impression of Internews' programs, eighty-seven percent reported that the programs were of good to excellent quality, and all believed the programs are greatly needed. The most tangible confirmation of this feedback comes from actual broadcast data. Over 95 percent of respondent stations broadcast two or more Internews programs at least once per week, and approximately 60 percent of these stations do so during prime broadcast times. Station assessments of the programs' national relevance and local relevance were also quite high, at 88 percent and 70 percent respectively. This finding is not surprising, given that these programs were produced for nation-wide distribution.

One area that needed strengthening was the linking of programming to marketing and advertisement strategies. Questionnaire results showed that only 27 percent of the stations that broadcast Internews' programs were attempting to tie those programs to related advertisers or sponsors, and those who tried only succeeded about 60 percent of the time. This highlighted considerable wasted potential for station income generation, and independently confirmed focus group and station manager survey findings, which placed sales and marketing training first in the list of needed new training programs. These areas are being addressed in Internews' latest project in Indonesia.

Media Law

One of the most dynamic aspects of Indonesia's ongoing transition is that of legal reform. In response to this dynamic environment, Internews' Media Law unit implemented a far more aggressive program than was originally proposed. This activity increased further when Internews signed an MOU with the Secretary General of the Indonesian parliament (DPR) to provide technical assistance and support to Commission One and the DPR on media law issues. Internews provided assistance for the National Ombudsman Commission, and it continues to provide support for new broadcast and film laws for Indonesia.

Internews' initial plan was to provide legal advice to the 50 partner stations, publish six manuals, and bring in four international media law experts to conduct seminars in Indonesia and to provide advice and technical assistance to Indonesian decision-makers. Exceeding expectations, Internews provided legal advice and assistance to almost 600 of the 767 member stations in PRSSNI, and provided five visits by media law experts, as follows:

1. Mr. Lin Neuman of the Southeast Asian Press Association (SEAPA), came in September of 1999 and held several seminars in Jakarta, Surabaya and Makassar on building a radio journalism protection alliance in Indonesia. Over a thousand people were reached by these seminars, and a book, *Menggagas Jaringan Perlindungan Jurnalis Radio di Indonesia*, was later published based on the topics and findings from seminar proceedings.
2. Mr. Louie N. Tabing, Vice President of the World Wide Association of Community Broadcasters (AMARC) for Asia and Director of Tambuli, arguably the world's most successful community radio networks, visited in December 1999 and ran seminars in Jakarta, Pekanbaru and Manado to discuss strategies for developing community radio in Indonesia. In total, nearly 500 people attended, and a report on *Radio Pagar Hidup Otonomi Daerah*, the proceedings, and recommendations was published and distributed.
3. Mr. Andrei Richter of the Moscow Media Law and Policy Center came to Indonesia in March 2000 to conduct seminars in Jakarta, Bandung, Medan and Bali on media, law and the issues of democratic transition and local autonomy. Each seminar was also accompanied by an interactive radio talk show on the same topics. During his stay, Mr. Richter also provided advice to Internews' Media Law unit on their plan to establish an independent, Indonesian Media Law and Policy Center. This seminar series drew 750 participants, reached more than 500,000 radio listeners and resulted in more than 10 independent newspaper articles.
4. Ms. Libby Lloyd was heavily involved in creating her own country's broadcast law and system. She is a Commissioner on the Independent Broadcasting Authority of South Africa. She was one of the co-authors of the South African "green paper" on broadcast law, and one of the 26 "stakeholders" who wrote the broadcasting law itself. She came to Indonesia in June 2000 to provide advice on the status of TVRI and RRI and on the crafting of an Indonesian green paper.
5. Mr. Luthando Mkumatela is a member of the legal drafting team tasked with writing the South African broadcast law. He provided practical advice and expertise to assist in the Indonesian legal drafting process.

Also, Internews has, at the request of DPR-RI Commission One, begun assisting with the overall coordination of socialization and foreign assistance on media and broadcast laws. Internews has thus far handled four such visits. The first, Klaus Bergmann, a media law expert from Deutsche Welle, visited in early May 2000 and conducted a series of seminars with TVRI, RRI and DPR-RI members in Jakarta as well as in the regions. He came back for a second consultative visit in August 2000. The second visitor, Swedish

media law expert Jan Peterson, also came to Indonesia twice, in October of 1999 and again in May of 2000.

The Media Law unit also surpassed its initial publication goal, producing 9 manuals on media and broadcast law instead of the projected six. In two instances, this was done in cooperation with ISAI and the Indonesian National Private Radio Broadcast Association (PRSSNI). Beyond leveraging counterpart funds, Internews produced a second edition of *Radio and Local Autonomy* on its own to meet additional demand. In sum, Internews produced and distributed approximately 10, 200 media law manuals.

Internews has worked hard to facilitate the generation and dissemination of information, analysis and public feedback on media law, broadcast law, and free speech. To help generate greater awareness and understanding of the proposed broadcast bill, and to foster more public response, Internews drafted a white paper analyzing the bill, and distributed it along with the actual language of the bill to approximately 1500 interested groups and individuals. Internews' Media Law Ombudsperson writes a weekly Q&A column in the magazine *Warta Ekonomi*, and has written dozens of articles on media law for other magazines and journals. He also hosts a live radio talk show on law as it relates to the media each week on MS TRI FM. Beyond this, he has been invited to speak on 17 other TV and radio programs, and has been covered in more than 45 Indonesian newspapers articles.

Careful leveraging and management of the Media Law unit's resources has also allowed for a number of important activities in addition to proposed deliverables. These included the following:

Presentation of research findings by our Media Law Ombudsperson on media law in Indonesia at the Oxford University international conference on "*Enabling Environments for Free and Independent Media in Transitional Settings*," held by their Comparative Media Law and Policy Center in October 1999. These findings will soon be published by Oxford in a book titled *Multicultural Tension in Process of Media Reform in Indonesia*.

A study trip to Russia, where our Media Law Ombudsperson met with a wide variety of organizations involved in media law and political transition. Groups such as Internews Russia, The Glasnost Defense Foundation, Moscow Media Law and Policy Center, Radio Foundation, and others provided valuable insights into media law, telecommunication law, and access issues.

A comparative study tour for a MPPI delegation to Sweden and the United Kingdom to learn about their public broadcast laws and institutions.

Continuous dialogue, advice and technical assistance with a variety of Indonesian lawmakers and regulators. Internews has already provided extensive assistance in support of the new press and telecommunications laws, as well as those on the establishment of an Ombudsperson Committee.

In further support of the development of a uniquely Indonesian broadcast law based on the most appropriate elements of other nations' laws, Internews has, in cooperation with UNESCO, developed of a comparative media law matrix.

Finally, Internews' Media Law unit has assembled a small media law reference selection of relevance to Indonesia and is currently negotiating for the rights to translate and distribute those books.

EAST TIMOR

When Internews began working in East Timor in January 1999, media resources were extremely limited due to the destruction of the infrastructure by war. In January 2000, Internews began media law assistance to East Timor, specifically with draft broadcast legislation that would form the basis for protection and development of independent media during and after the country's transition to democracy. During the second half of the year, Internews provided training to East Timorese print and radio journalists in the fundamentals of journalism, using active hands-on techniques tailored specifically to the needs of each media group. Internews also provided specialized courses in management, Reporting for Peace, and photojournalism.

Since then, the situation for media has rapidly improved. During the period of this grant, six newspapers/magazines developed in Dili (there are even more now), two of which are daily publications, (Suara Timor Lorosae, Timor Post, L@lenok, T@lit@kum, Lian Maubere and Vanguard); a paper called Tolas in Oecussi; the Matebian Post in Baucau; and a small paper in Same called Lian Berlaka. In Dili, there are 4 radio stations: Radio Timor Kmanek, Radio Falintil, UNTAET Radio, and a new student-run radio station, Radio Ramtabian, that went to air for the first time in mid-January 2001. UN sponsored radio stations are being built or revived in major population areas such as Maliana, and most of East Timor is now covered by an AM or FM broadcasting footprint. The first community not-for-profit radio stations are running in Maliana and Los Palos as well.

The following is a brief summary of the results of each training exercise. Detailed reports are available for each training, each station or newspaper and even each journalist. These reports are available upon request.

The deliverables for this project were as follows:

Broadcast Legislation and Association Building support;

Radio Business Management training;

Reporting for Peace training;

Newspaper Business Management training – (this is included in greater detail in the quarterly report for “Strengthening Independent Media in East Timor grant submitted January 26, 2001);

Basic Journalism Training – Radio;

Photojournalism training; and

Technical Assistance.

Broadcast Legislation and Association Building

Internews played a significant role in the creation of the broadcast regulation by organizing a popular consultation between the UN and interested NGOs, CNRT members, radio station managers and newspaper editors. Over 60 pages of documents were drafted and distributed in four languages (Tetum, English, Bahasa Indonesia and Portuguese) for this endeavor to ensure widespread access. Two Indonesian media lawyers spent a week in East Timor holding intensive consultations with individuals who had expressed concern over previous drafts of the legislation. The legislation has undergone another draft, and one more consultation with Internews' Indonesian Media Law expert, Hince Panjaitan, took place.

Internews was invited by the Timor Lorosae Journalists Association (TLJA) and the South East Asian Press Association to give an address and participate in the first-ever TLJA Congress. TLJA has developed a journalists' code of ethics. Internews continues to assist TLJA build on that success in developing its legal and educational capabilities to assist journalists, do strategic planning and development, and form committees to make recommendations to ETTA and CRNT on incorporating aspects of media human rights into the constitution.

Internews worked closely with Virgillio de Silva, the newly elected head of TLJA; Rico Hadichondro, who is setting up the East Timor branch of the South East Asia Press Association; the Timor Post's Aderito Hugo and Otelio Ote; T@lit@kum's Hugo Fernandez; Suara Timor Lorosae's Meta Guterrez; and Lian Maubere's Helio Freitas.

These are the key people involved in strategic planning for TLJA, including a congress declaration drafting team and a series of discussion groups to address press freedom, independence and neutrality, women's role in the media, the rights of journalists, violence against journalists, investigative reporting, establishment of a Press Council, and media ownership.

The broadcast law will be the first legal guarantee in East Timor that the human rights associated with freedom of expression are endorsed. The law will also be the first practical guide and framework for the organized and fair distribution of licenses and frequencies in East Timor. This is urgently needed since the first case of extortion was reported in East Timor. Suara Timor Lorosae was blackmailed for five million rupiahs by a man who claimed they defamed his character. It is largely believed that the paper's allegations were on target. Nevertheless, the absence of the rule of law in this regard made it impossible for the paper to exercise its rights.

Internews finished its work on broadcast legislation under this grant on January 30, 2001. The final activities involved producing 30 copies, in each of the languages, of the latest draft of legislation. It is anticipated that Internews Indonesia will remain engaged in seeing the legislation passed with Hince Panjaitan and the Indonesia Media Law and Policy Institute's involvement.

Radio Business Management

Radio station operators in East Timor have little experience managing self-sustaining independent businesses. Thus, the issue of sustainability is one of the greatest challenges to the future of radio in East Timor. Radio station owners and managers must learn to produce and compete in a struggling commercial environment where approximately 80% of the infrastructure had been destroyed.

To strengthen the viability of stations in these areas, Internews conducted radio management training for Radio Timor Kmanek (RTK), Radio Falintil Voz da Esperanca (RFVE) and Radio Maliana staff. This activity involved a 3-day seminar for all of the stations followed by in-house training geared specifically to the needs of each individual station.

Internews' trainers taught sales strategies and steps for setting up sales departments, with an emphasis on clarifying responsibilities and channels of communication. Strategies for generating revenue and advertising were presented, as well as the use of audience research as a basis for developing successful programming and justifying rates to advertisers.

Reporting For Peace

Internews held a ten-day training course in Dili for 25 radio and print journalists. This specialized course was designed to help journalists recognize their ability to help or hinder a conflict situation. They were shown how biased reporting creates misunderstanding and heightens hatred, while balanced and objective reporting has a calming effect. By studying these dangers and issues, reporters can focus on ways to enhance tolerance and reconciliation rather than inflaming the conflict. Participants were exposed to examples of programming that dealt with provocative issues in an open and frank manner. The trainers also dealt with the real-world issues of stress and fear that reporters face in conflict situations.

Training techniques included improvisation and instant production to create several short and informative mini-dramas. These depictions were used to stimulate live discussion with listeners about reconciliation.

As a result of the Reporting For Peace course, East Timorese journalists produced a one-hour radio program for broadcast, which included a news bulletin, a mini-drama, music and live discussions with listeners about issues of reconciliation and peace-building. A four-page newspaper was produced with news stories, profiles, opinion pieces and poetry, written from the "Reporting for Peace" perspective.

Newspaper Business Management

Since the August 30, 1999 referendum and the subsequent destruction of East Timor, newspaper managers must compete for advertising revenue and for talented staff in an economy which has only just began to function. Internews' seminars and in-house trainings have focused on sales techniques, basic management, human resources, newsroom management, editorial independence and the importance of sales and advertising.

All of Internews' trainers have noted the enthusiasm and willingness of East Timorese journalists and managers to implement newly taught ideas and practices. Many Internews training suggestions were immediately implemented with very positive results. Timor Post, Tolas, Lian Maubere and Suara Timor Lorosae received intensive in-house training. Internews' trainer taught on the subjects of organizational structure, business and economic reporting. Journalists received training on identifying potential advertisers, and on organizing and selling advertising. The participants learned how to negotiate with clients and were shown the importance of having readership data to emphasize the value of their markets to those clients. Trainers presented the fundamentals of personnel management, including how to ensure the most productive use of limited staff.

These newspapers as well as Lalenok, Talitakum, Ramelau, Xpress, Lian Berlaka and Kuda Ulan Lian received follow-up newspaper management training in February and March of 2001 (outside the scope of this report). Special emphasis was given to advertising sales techniques, promotion and marketing, and revenue generating ideas. Internews gave the participants graphics software and training on how to use it to make their presentations more compelling. The commercial printing of calendars, holiday greeting cards, church newsletters and school newspapers were suggested as ways for newspaper publishers to increase revenues. Several publications received special instruction on how to operate publishing software that could generate new revenue streams. All client publications were receptive to the idea of new revenue generation, but the lack of English and business management skills continues to limit the implementation of new ideas.

Radio Journalism

Internews trained 40 journalists from RTK, RFVE, Radio Los Palos and Radio Maliana in all issues related to basic radio journalism, including ethical, unbiased reporting based on confirmed sources and corroborated evidence, and the use of the Internet in locating additional information. Most journalists in East Timor are inexperienced, and the rare few who have a background in media have only limited experience reporting news in a democratic environment.

Internews trainers and staff accompanied East Timorese journalists to news conferences and offered suggestions to improve their interviewing skills. They also taught participants

the basics of software-based digital audio editing to make reports more concise and focused. As part of this activity, participants produced their first-ever radio features or “packages” on the new software in their newsrooms. Trainers led team-building sessions that led to greater efficiency and better communications among station staff.

Radio Timor Kmanek

Sister Josefa, the acting manager of RTK, reported, “If it was not for Internews and the training, [the staff] would still be running around trying to prepare for broadcast.” RTK has instituted morning editorial meetings at which the team discusses and vets the stories of the day. They now produce on-time news bulletins, broadcast at 9:00 am and at 5:00 pm, which are more relevant to the audience, accurate and concise. These bulletins are repeated at 11 am and 9 pm. The journalists are working much better as a team.

Radio Falintil Voz da Esperanca

In contrast to RTK, Radio Falintil has a relatively new and inexperienced staff, and they needed more formally structured training to help insure their survival. The overall structure of the station and its strategic plan still need to be improved through additional on-site assistance. Radio Falintil had only two reporters, both of whom have started work in the past few months. The station was also looking to change its location, but a number of renovations needed to be completed before this could happen. Another problem facing RFVE was poor reception, due to its 20-watt transmitter.

Radio Maliana and Radio Los Palos

Radio Maliana and Radio Los Palos both needed assistance in every aspect of radio station management and journalism. Because of a lack of human and technical resources, Maliana and Los Palos were advised to consider a news sharing agreement with other stations. Internews identified a clear need for longer term and more extensive training in management of the radio station, from staff resources to formatting to program scheduling. Internews proposed to reinforce their basic journalism and station management skills, as well as to broaden their technical capability.

Photojournalism Training

This extremely popular course highlighted the importance of photojournalism during this pivotal period in East Timorese history. Internews’ photojournalism trainer went to every print outlet in the country and taught 40 would-be photojournalists the basics of photojournalism. Some of the trainees had never held a camera before this training. Photographers also learned to use the Internet, and Internews set up Internet accounts for them. Now, when they have an assignment from a Western news agency, they will be able to email their photographs. A major outcome of the training was that newspaper managers are beginning to see photojournalism as an essential component for the sustainability of their businesses.

The photojournalists themselves also began thinking about ways to capitalize on their talent. Approximately 22 photojournalists from all of the newspapers in East Timor attended the seminar on the basics of photojournalism. The attendees began to see themselves as a group with similar interests. As a result, the East Timor Photo Agency was created. Internews sponsored a photo contest, and 250 people attended the resulting photo exhibit. Internews gave cameras as awards to the top three photographers. A calendar comprised of the top exhibited photos was produced and distributed. This heightened the awareness of Western news agencies of the work of East Timorese photographers.

Timor Post, Dili

As a result of the training, the Timor Post engaged in discussions with Merpati airlines and other businesses about "trade outs," in which a service is exchanged for advertising space. The staff of this weekly paper is comprised of former Suara Timor Timur journalists. Because the crew tends to have more experience than most, Internews proposed specific training on writing features and investigative reports, as well as more consistent and effective use of Internet resources.

Lian Maubere, Dili

Lian Maubere journalists implemented changes to their layout, design and set-up. In the training with David DeVoss, they developed a sales kit and ad rate sheet. Lian Maubere is a weekly newspaper that still needs major assistance with layout, design, copy flow and organization. Verification of sources and fact checking are areas that need improvement.

Suara Timor Lorosae, Dili

Based on suggestions by Internews trainers, staff sought and received permission to reprint articles from other news outlets and organizations. The staff rearranged the organizational set-up and drafted a new policy for personnel.

Suara Timor Lorosae has benefited from the assets and connections of its pro-Indonesian owner. There was an exodus of staff for political reasons following the outcome of the referendum. Now, the paper needs help in technical areas with its overall design, layout and display. In addition to the need for training in basic reporting skills, the STL management would benefit from advertising and revenue generating projects, in order to become more profitable.

Tolas, Oecussi

The Tolas staff wrote a proposal and budget for the first time during the Internews training exercise. The staff identified their target audience and how to reach it. The staff of Tolas Magazine is inexperienced and needs extensive basic journalism training, as well as more business development, management and advertising training. They also need to learn to use the Internet more effectively. Because of the highly sensitive environment in which Tolas is published, in the isolated enclave of Oecussi, Tolas should continue to receive intensive assistance.

Matebian Post, Baucau

Photojournalists from the Matebian Post participated in the Dili training and photo contest.

Kuda Ulun Lian, Maliana

The Kuda Ulun Lian photojournalists in Maliana received in-house training by Internews.

Lian Berlaka, Same

Lian Berlaka photojournalists received training in Same.

Technical Assistance

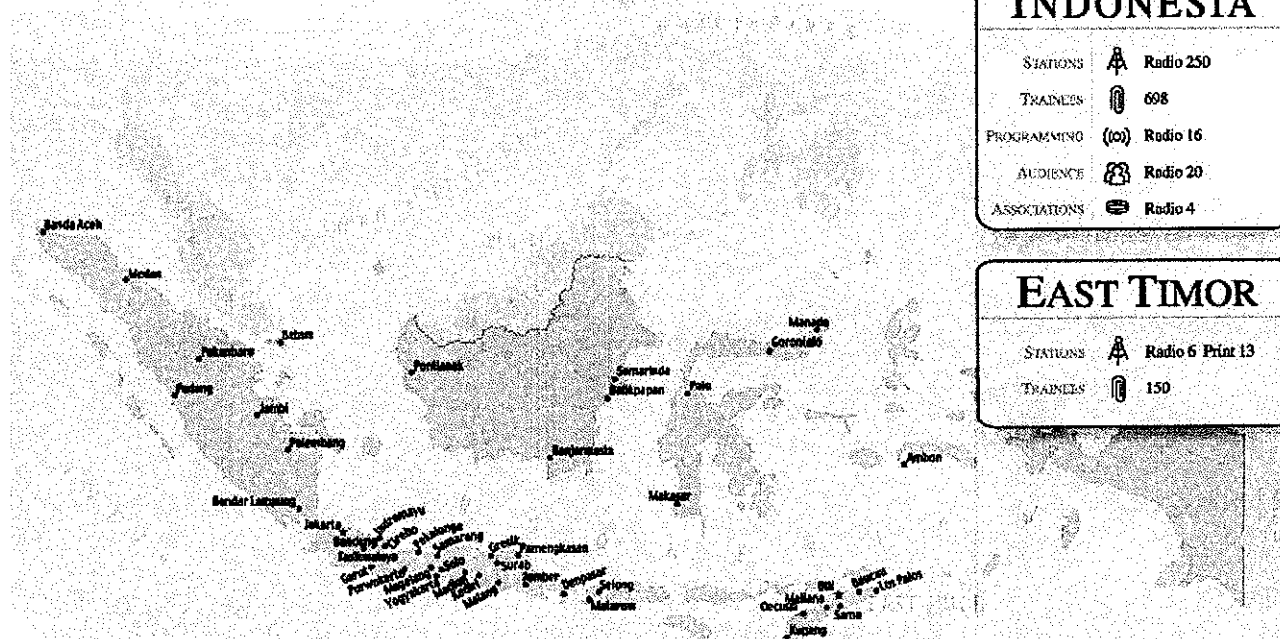
Internews sent technical support personnel (experienced radio and TV engineers) to East Timor to assist radio stations with rebuilding and restoring their transmitters and to introduce new technology in order to enhance and standardize production quality. As a result of this effort, the UN began television transmission from Dili, including live broadcast of the Sydney Olympic Games.

Internews engineers discovered that the outdated equipment and lack of consistent power, along with the lack of lightning protection and radio frequency grounding systems, hampered the stations' ability to transmit. Internews helped guide procurement of needed upgrades and began teaching the basics of maintenance.

ACHIEVEMENTS OF INTERNEWS INDONESIA COMPARED TO INTERNEWS' 1998 ASSESSMENT OF MEDIA NEEDS

INTERNEWS and Independent Broadcasting

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Date as of 5/1/01



This map shows cities where Internews has supported independent non-governmental television and/or radio stations. For each country, there are also data for:

- STATIONS: Number of stations Internews has worked with, since 1992
- TRAINEES: Number of media professionals for whom Internews has provided training
- PROGRAMMING: Hours of television and radio programming produced or coordinated by Internews in 2000
- AUDIENCE: Potential audience, in millions, for television and radio productions produced or coordinated by Internews
- NETWORKS: Number of broadcast networks whose development Internews has supported
- ASSOCIATIONS: Number of media associations Internews has formed or helped support

INTERNEWS

This report compares the findings and recommendations in Internews' assessment of Indonesian media in 1998 with subsequent efforts by Internews to meet the media's needs. Internews has surpassed its original expectations and continues growing while tailoring its programs in Indonesia to the changing political and social environment. Internews has been funded for more than \$6 million since it began working with Indonesian media and partner organizations in late 1998.

Indonesian Broadcast Media in the Post-Suharto Period was prepared for USAID's Office of Transition Initiatives (OTI) by Internews on October 18, 1998. The report was written after seven cumulative weeks of media research in Indonesia in August and September 1998, during which eleven cities were visited and more than 300 interviews were conducted. It was the most expansive report on the status of Indonesian media available at that time and was used as a template for media policy and project development by US and European governments and international and local NGOs. The report was researched and compiled by Eric Johnson and Kathleen Reen.

At the time the report was written, radical legal changes were allowing for a freer dissemination of information on a scale never seen before in Indonesia. Internews determined that the best way to increase the quality and quantity of local news and to strengthen the local media was to concentrate on radio. Radio remains by far the most widely available media in Indonesia. Internews also determined that while Jakarta would necessarily be the hub of activity, radio stations and media outside of the capital should be targeted.

Recommendations of the researchers were grouped into eight broad areas, in order of importance:

- 1. Local private stations need equipment.**
- 2. Training is needed.**
- 3. There is a real opportunity to get public-interest radio programming on the air.**
- 4. Stations need improved communication capabilities and information.**
- 5. The establishment of strong domestic advocacy groups for the private media will help ensure the federal government does not begin to backslide on its commitment to freedom of the press.**
- 6. The country needs new media-related legislation.**
- 7. Universities need help connecting to the Internet.**
- 8. National TV networks would be happy to broadcast civil society-oriented programs.**

Internews presented its report to USAID's Office of Transition Initiatives (OTI) in November 1998 and we were asked to submit a proposal based on our findings. After numerous edits, changes and negotiations in coordination with OTI, Internews was funded in May 1999 for \$2,750,000.

An Internews office was established in central Jakarta with 35 staff implementing a 5-part media project. Staff worked in each of the following departments:

- Radio Training (journalism, management)
- Radio Productions
- Media Law
- Internet Connectivity
- Equipment Grants

Internews completed deliverables ahead of schedule using fewer funds than originally planned. A plummeting local currency, the Rupiah, helped create a surfeit of funds and Internews staff worked overtime to meet the

needs and desires of an invigorated and growing media environment throughout 1999 and 2000. Internews was able to stretch OTI funds over a 20-month period and implement more deliverables than committed.

The achievements under the OTI grant led to subsequent funding from USAID's Democracy and Governance unit in October 2000. A 22 month-long grant has been funded for USD \$3,399,000.

In addition, the Dutch Government has funded Internews approximately USD \$825,000 for two years and the Ford Foundation has provided \$25,000 for one year to supplement Internews' media legal program.

Following is a synopsis of how Internews' original recommendations were implemented.

1. LOCAL PRIVATE RADIO STATIONS NEED EQUIPMENT

"Political changes mean that for the first time in history, private radio stations can pursue investigative journalism, but because of the precipitous drop in the value of the rupiah to the dollar, stations simply cannot afford to buy anything that comes with a dollar price tag." -1998 Assessment

Internews convened a panel of Indonesian media experts to assess each radio station's needs. Fifty stations received equipment packages and IT training. While specific equipment grants varied according to need, general components included 1) digital sound editing (DSE) computers with Cool Edit software, 2) multi-media computers (ICC) with modems and one year's Internet access and 3) Marantz field recorders and microphones. In total, the project has granted out 51 DSE computers, 14 ICC computers and 58 Marantz field recorders to independent Indonesian radio stations.

In addition to the planned 50 equipment packages, Internews exceeded its equipment grants goal by outfitting its partner Yayasan Jurnal Perempuan (Foundation of the Women's Journal) with its own radio studio facilities – all the equipment it needed to independently produce the Radio Jurnal Perempuan program. In addition to studio space setup, equipment granted to YJP included: 2 DSE computers with Cool Edit, 1 Sony Mini Personal Component System, 1 Marantz field recorder, 1 Sony Mini Disc recorder, 2 microphones, a microphone stand, headphones, active speakers and other essential accessories (cables, jacks, converters, etc.). The graduation of RJP into an independent program run by a full Indonesian staff also freed up a slot for additional production unit training, which in turn increased the programs available to Internews partner stations.

2. TRAINING IS NEEDED

"Because radio stations were not allowed to produce news until recently, there are very few radio journalists in the country. There is also a need for longer-format radio program production...training in ad production and sales...and management seminars." -1998 Assessment

Internews created a Training Department that has implemented an extensive series of training courses. In total, 698 Indonesian radio professionals – 617 journalists and newsroom staff, and 81 managers – from 100 different radio stations have received Internews training to date.

- **Basic Journalism** – Tailored courses on how to gather, produce and present news.

Twelve basic journalism seminars were planned and completed for the first grant. Internews recognized early in its planning that a separate set of concerns needed urgent attention if the skills of basic journalism were to be absorbed. Spiraling violence in Indonesia's provinces after the change of government in 1998 meant that journalists were (and continue to be) more at risk in the work place than ever before. Also, while new-found freedom

affords the capacity to report and disseminate information in Indonesia, it does not protect journalists from the many hazards of the job. In other words, the profile and job description of the journalist in Indonesia is evolving and Internews has strived to help meet these changes by amending and designing its training program to fit.

The key method by which Internews has used to ensure that journalism training covers all of the essential elements of reporting and broadcasting is the creation of special training programs within the umbrella of training commitments. Internews dedicated five of its committed training programs to teaching journalists in dangerous environments. The new training program, designed by a team of consultants handpicked by Internews, is called Reporting For Peace (RFP). RFP seminars focus on helping journalists cover the news in conflict areas without taking sides, inciting further violence or becoming victims themselves. Particular emphasis is placed on safety, ethics and sourcing of material for reporting purposes.

- **Station Management** – *the importance of news, development of newsrooms, making news pay, as well as good scheduling and other good management practices.*

Station Management was slated for six seminars, all of which were also completed. In total, 81 station managers were trained, covering most of the partner stations as well as managers from stations supported by other media organizations

- **Residency Training** – *station-specific training in-house on both journalism and management, focusing most intensely on news operations and studio programming.*

Residency training seminars were held for 15 of Internews' partner stations, reaching an additional 172 journalists.

- **Internal In-House Training** – Two residency trainings were for Internews' partner organization, Yayasan Jurnal Perempuan. This training was part of a package, including equipment grants and logistical support for distribution, which allowed YJP to begin independent production of the Radio Jurnal Perempuan program in their own studio. The other two internal sessions were for Internews' own production unit staff to ensure that the journalists trained, and the programs created in that unit, continue to improve.



3. THERE IS A REAL OPPORTUNITY TO GET PUBLIC-INTEREST RADIO PROGRAMMING ON THE AIR.

"Indonesia's radio stations are in dire economic straits and are desperate for any programming they can find that will differentiate them from other stations ...Production and syndication of programming on real-life topics such as student, gender, or ethnic issues, the role of the military in society, and corruption will find a receptive audience..." -1998 Assessment

To meet the urgent need for information in a new political environment in Indonesia, Internews designed and built a radio production house for long-format programming – the first broadcast studio or radio newsroom facilities of its kind in Indonesia. Within three months, Internews staff built the studio and trained staff to operate it. Within six months, professional and aspiring journalists were hired to work in the newsroom and to produce their programs.

Internews' production unit currently produces five weekly radio programs and distributes them free of charge to 50 partner stations as well as to an ever-growing number of interested stations beyond the partner network. Currently 105 radio stations air Internews programs. The programs are:

- **Radio Jurnal Perempuan** – The Women's Radio Journal. This weekly women's issue program, done in cooperation with Yayasan Jurnal Perempuan, was the first undertaken by Internews. It started running weekly in August of 1999.

- **Kilas Balik** – an investigative program, started weekly production September 1999.
- **Mata Hati** – a features program, which has been running weekly since October 1999. Reporter Judi Juventus' radio documentary about the Talang Mamak tribe won the Special Award for Best Environmental Program in Radio and TV from Care International, the UN Population Fund, and the Indonesian Ministry of Environment.
- **Alam** – a 20-minute, weekly program focused on key environmental issues. Particular emphasis is placed on educating the public on how they can play a role in protecting the environment. The program promotes public debate on contentious issues such as illegal logging and sustainability of natural resources. The program was launched in April 2001 after extensive consumer survey research showed a strong desire to hear more about the environment on the radio.
- **Kesehatan** – a national health program that sheds light on both preventive and curative methods of fighting disease and illness, and debates the newest findings in science and health issues.



Our target was to produce 156 radio programs; we actually produced and distributed over 200. By April 2001, there were over 7,500 broadcasts a month on stations throughout Indonesia.

In response to a customer questionnaire distributed to stations airing Internews programs in 2000, 87 percent reported the programs were of good to excellent quality. All stations reported the programs are greatly needed. Over 95 percent of respondent stations broadcast two or more Internews programs at least once per week, and approximately 60 percent of these stations do so during primetime.

4. STATIONS NEED IMPROVED COMMUNICATION CAPABILITIES AND INFORMATION.

"If all the news-oriented stations in the country were on the Internet, they would have instant access to a number of news sources, domestic and international." -1998 Assessment

- **Internet Connectivity** – 25 of the partner stations initially lacked Internet connectivity: after Internews' grants and technical support they are all online. All 50 of the partner stations received some kind of equipment package and Information Technology training. On a sliding fee scale, Internews continues to support the radio stations with Internet connectivity. IT training and support continues to be an important area of need and through its current grant with USAID Internews provides both seminars and in-house training for radio station technology staff.
- **Textbooks** – 14 books were written, translated and published by Internews throughout the grant period. These texts covered basic journalism, field reporting, Reporting for Peace techniques, station management and technical issues. The books are practical and technical instead of academic, and are intended to help journalists, station managers and technicians quickly find advice and solutions to the problems and challenges they face. They are among the most popular and pragmatic Indonesian-language books on journalism techniques currently available in Indonesia.

5. THE ESTABLISHMENT OF STRONG DOMESTIC ADVOCACY GROUPS FOR THE PRIVATE MEDIA WILL HELP ENSURE THE FEDERAL GOVERNMENT DOES NOT BEGIN TO BACKSLIDE ON ITS COMMITMENT TO FREEDOM OF THE PRESS.

"AJI and PRSSNI in particular have aggressively pursued the rights of journalists and radio station owners in pushing for new legislation that would secure the rights of the media to provide information to the population. Quite simply, these

Internews has assisted approximately 14 government and non-government media involved in private sector media reform in Indonesia. It has played a role in the establishment and enhancement of at least three organizations, the newest and largest of which is the Indonesian Media Law and Policy Center (IMLPC), an outgrowth of Internews' very successful Media Law Department. The IMLPC, with a staff of six, is an advocacy and educational NGO dedicated solely to media legal reform and rights and advocates on the national film, telecommunications, and broadcast laws. The IMLPC was funded and co-founded by Internews with USAID support, and is the only organization of its kind in Indonesia.

Internews has trained the staff of PRSSNI – the Radio Station Owners Association – during its two-year transition from a quasi-governmental to a fully independent industry body. Internews made particular efforts to train the journalists and staff who produce syndicated programming for the organization. The dearth of up-to-date information for radio stations in the provinces has made the existence of such organizations and networks extremely useful.

Internews has provided equipment and/or training support to:

- The Indonesian Press and Publishers Association
- The Intellectual Copyright Association of Indonesia
- The Radio Broadcasters Association
- The Indonesian Television Journalist's Association
- The Indonesian Journalist's Alliance (branch and central offices)
- The South East Asian Press Alliance (Jakarta).

6. THE COUNTRY NEEDS NEW MEDIA-RELATED LEGISLATION.

“Such assistance must be undertaken carefully so as not to be rejected as foreign meddling—preferably channeled through domestic advocacy groups.” -1998 Assessment

Internews' Media Law Unit has implemented a far more aggressive program than originally proposed.

- **Secretary General of the Indonesian Parliament (DPR)** – Internews signed a MOU with the DPR to provide technical assistance and support to Commission One and the DPR in general on media law issues. At the request of the DPR-RI Commission One, Internews coordinates foreign assistance on media and broadcast law.
- **Legal Advice to Stations** – Legal advice and assistance has been provided to almost 600 of the 767 member stations in the Indonesian National Private Radio Broadcast Association (PRSSNI). More than 2000 media professionals have received advice or counsel on media law issues in Indonesia, particularly those individuals or organizations seeking to interpret current and new laws.
- **Media Law Expert Assistance** – Five visits were made by international media law experts who conducted seminars in Indonesia and provided advice and technical assistance to Indonesian decision-makers.
- **Legal Publications** – Internews' Media Law Unit published 9 books on media and broadcast law. Approximately 10,200 volumes have been produced and distributed.
- **Distribution of Materials** – Internews facilitated the generation and dissemination of information,



Toward the Freedom of the Press 2000 (An Effort to Apprehend the Press Law), by Hinca Pandjaitan

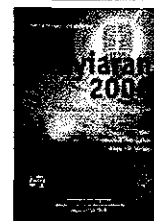
analysis and public feedback on media law, broadcast law, free speech, etc. Internews drafted a "white paper" analyzing the proposed broadcast bill and distributed it to approximately 1500 interested groups and individuals.

- **Internews Indonesia Media Law and Policy Centre**

Internews' Media Law Ombudsperson, Hince Pandjaitan, has become an internationally-known expert on media law in Indonesia.

The Media Law Ombudsperson:

- heads the 6-person Internews Indonesia Media Law and Policy Centre.
- writes a weekly Q&A column in the magazine *Warta Ekonomi*
- has written dozens of articles on media law for other magazines and journals
- hosts a live radio talk show on media law
- has appeared on 17 other TV and radio programs
- has been covered in over 45 Indonesian newspaper articles
- presented his research on media law in Indonesia at an international conference hosted by the Comparative Media Law and Policy Center at Oxford University. His research will be published by Oxford.
- Traveled to Russia and met with a wide variety of organizations involved in media law and political transition
- completed a study tour for a MPPI delegation to Sweden and the United Kingdom to learn about their public broadcast laws and institutions.



Broadcasting 2000 (Regulation and Policy Aspects), by Hince Pandjaitan

7. UNIVERSITIES NEED HELP CONNECTING TO THE INTERNET.

"Only about 50 of the country's 1300 or so higher education institutions have Internet connectivity...although unrelated to the media, we believe that a crash program of providing connectivity to universities could have dramatic and far-reaching effects on Indonesia's academic and political landscape." -1998 Assessment

OTI did not fund Internews to provide assistance to Indonesian universities, and no other foundation or government has chosen to fund a comprehensive program of this nature. The education system in Indonesia is undergoing reform but the government-controlled Department of Education has been slow to fulfill its commitments. The lack of any sustained cooperation from the Indonesian Government on this platform has made aid disbursements unattractive to international donors.

A weakening state-run university system has resulted in the appearance of many local, private institutions in competition with and in opposition to the state-run education apparatus. The private institutions often have more modern facilities and teaching techniques.

Indonesia's Universities remain the most critical learning institutions in the country and still attract the most educated and talented teaching staff. The National University of Indonesia (Jakarta) and The University of Gadjah Mada (Yogyakarta) are still considered among the most credible of learning facilities available to Indonesian citizens. The Indonesian government recently announced that all state-run universities must be financially self-sufficient by the end of 2003.

8. NATIONAL TV NETWORKS WOULD BE HAPPY TO BROADCAST CIVIL SOCIETY-ORIENTED PROGRAMS

"Productions that are high in informational or educational content, whether domestically produced or acquired from elsewhere, would be welcomed, and would instantly gain national distribution. This applies, too, to PSAs..." -1998 Assessment

At the time of our initial funding, The Office of Transition Initiatives felt that Internews' greatest impact would come from working with radio and did not fund television work. However, in advance of the passage of new broadcast regulations, the Government of the Netherlands funded Internews in October 2000 for \$823,588 to provide guidance and support to Indonesian television.

Internews Indonesia has entered into a cooperative arrangement with the University of Indonesia's Faculty of Political and Social Sciences (FISIP-UI) to create a professional television training facility as part of their post-graduate (D3) broadcasting program. This facility will provide training courses on TV news production, and will answer the greatest need Internews identified for television in Indonesia – to provide Indonesians with a rare and badly needed set of skills, prior to an employment boom in the industry.

Internews will provide start-up equipment, materials and expertise for the FISIP-UI television facility, will run the first six courses, and will train a core group of Indonesian TV journalism trainers. FISIP-UI will provide dedicated space on campus and will permanently integrate the facility into its department. Internews and FISIP-UI will work together closely in developing and implementing a financial sustainability plan for the facility so that when Internews phases out, the facility will be covering its own costs and generating revenue.